

Board of Directors (in Public)

Item 3.1

Subject: 2023/24 Strategic Objectives
Date of meeting: Wednesday 26th April 2023
Presented by: Jonathan Develing, Director of Strategic Partnerships
Purpose of Report: To approve

BAF Ref	Impact on BAF
ALL	A review of Strategic Objectives has been undertaken so to ensure that the Strategic Goals as described within the Trust overall strategy Patients Partnerships and Populations is aligned to with the Health and Care Act, ICS Design Framework, ICS Strategy, the Liverpool Clinical Services Review, and development of Place Based Systems.

1. Executive Summary

This paper proposes a refresh of the Trust Strategic Objectives as described within Patients, Partnerships and Populations.

Developed with non-executive and executive directors the 2023/24 proposed objectives are presented as a co-produced product from the February Board strategy workshop and presented to the Board for approval.

2. Background

The Health and Care Act 2022, development of Integrated Care Boards and Partnerships, Provider Collaboratives, and Place Based Partnerships are all features in a newly designed Integrated Care System.

Other features including, system control totals, duties to collaborate and a focus on prevention and improving health equalities continue to place new responsibilities upon NHS Foundations Trusts at a time when Providers are making progress against recovery targets and clearing backlogs from the impact of the COVID pandemic.

These influences, improvements and innovations continue to impact on the delivery of the Trusts strategic objectives which have been refreshed to take account of this environment.

The Six Key Strategic Goals within Patients, Partnerships and Populations remain our overall intent with new objectives refined to reflect new circumstance.

The 2022/23 objectives are provided in Appendix 1 for reference.

3. Strategic Goals (High Level Ambitions)

The Board of Directors have agreed the following strategic goals as part of our five-year strategy.

- i) Delivering World Class Care
- ii) Advancing Quality and Innovation
- iii) Increasing Value
- iv) Developing People
- v) Leading Through Collaboration
- vi) Improving Our Population Health

The proposed 2023/24 objectives within each of these are detailed below.

Strategic Goal 1 Delivering World Class Care

Proposed 2023/24 Objectives

- Implementation of quality and safety strategy
- Development of a Research Strategy
- Implementation of the clinical strategy
- Develop World Class Facilitate
- Deliver Operational Excellence

Strategic Goal 2 Advancing Quality and Innovation

Proposed 2023/24 Objectives

- Develop the Trusts academic expertise.
- Develop a recognised learning and academic facility
- Implementation of the Digital strategy
- Ensure Organisational learning

Strategic Goal 3 Increasing Value

Proposed 2023/24 Objectives

- Implementation of Financial Strategy
- Develop capacity for program and quality improvement
- Utilise benchmarking and performance data to drive quality, productivity, efficiency, and improvement.

Strategic Goal 4 Developing People

Proposed 2023/24 Objectives

- Improve retention and attraction rates and develop the candidate experience
- Development of a culture and wellbeing strategy and commitment to the NHS wellbeing framework
- Further development and achievement of the equality, diversity, inclusion and belonging action plan.

Strategic Goal 5 Leading Through Collaboration

Proposed 2023/24 Objectives

- Lead the integration of the Cardiac Board and Cardiology Clinical network

- Take a systems leadership role within provider collaboratives and within local systems (Liverpool and Sefton Place)
- Lead the CVD Prevention program

Strategic Goal 6 Improving Our Population Health

Proposed 2023/34 Objectives

- Develop an approach for health inequalities. Patients, Staff and Population health management
- Develop ourselves as an Anchor Institution. Prevention, Social Value and NHS Green Plan (net zero commitments)

Each Objective has a named Director who will bring forward specific delivery targets as evidence of delivery which will be reported to the Board of Directors on a quarterly basis

This will ensure alignment of Strategic Goals, Objectives, and the Board Assurance framework.

4. Recommendation

The Board of Directors is asked to approve the refresh of 2023/24 Strategic Objectives.

Appendix 1 – 2022/23 Objectives

Strategic Goal 1 Delivering World Class Care

- Advance outcomes, safety and reduce harm.
- Achieve international accreditation standards including retaining our Outstanding CQC rating.
- Further develop our patient and family – centred model of care.
- Develop services based on world class research and innovation.
- Develop world class facilities.
- Develop service in line with our 5-year strategy.

Strategic Goal 2 Advancing Quality and Innovation

- Develop the Trusts academic expertise.
- Develop a recognised learning and academic facility
- Implementation of the Digital strategy
- Develop a strategy for innovation

Strategic Goal 3 Increasing Value

- Implementation of Financial Strategy
- Develop capacity for program and quality improvement
- Utilise benchmarking and performance data to drive quality, productivity, efficiency, and improvement.
- Implementation of Green strategy

Strategic Goal 4 Developing People

- Deliver Development of recruitment and retention strategy
- Development of an education and OD strategy
- Development of an equality, diversity, inclusion and belonging strategy.

Strategic Goal 5 Leading Through Collaboration

- Lead the Cardiac Board
- Take a leadership role within the new ICS and provider collaborative
- Take leadership role in clinical Networks
- Explore new relationships with Public Health, industry and academia.

Strategic Goal 6 Improving Our Population Health

- Develop an approach for health inequalities
- Support improved primary and secondary prevention and detection of cardiac and respiratory disease. (Lead, Orchestrate Deliver approach)
- Develop ourselves as an Anchor Institution